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This document briefly discusses TQM implementation by DFSC. It identifies responsibilities and outlines an approach to develop a trained workforce.

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DFSC TOTAL QUALITY MANAGEMENT (TQM) MASTER PLAN

o PURPOSE

The purpose of this Master Plan is to structure an integrated approach for DFSC that will enable us to meet our quality policy through application of proven TQM techniques.

Quality Policy: Responsibility for quality is delegated to every employee in DFSC. Every function that affects the quality of the process, product, and service must be the concern of each DFSC employee. We must constantly strive for excellence and seek continuous improvement in all that we do to ensure that we meet our quality requirements.

o SCOPE

The TQM approach described by this plan will affect every organization, function, and person within DFSC. It will dictate how we work internally as a team with one another, and how we work with customers and suppliers.

o RELATIONSHIP TO OTHER PLANS/OBJECTIVES

This plan will be integrated with the DFSC Strategic Plan, the DFSC Award Program (On-the-Spot awards, Model Installation Program (MIP) awards, Beneficial Suggestion awards), Quality Circles (QC) Program, Futures Initiatives, and Internal Management Control (IMC) Program and will incorporate those principles and planning efforts.

o RESPONSIBILITIES

The Commander, DFSC, will:

- oo Establish and implement a TQM Plan for all organizations in the Command, and applicable to all functions in DFSC and the Defense Fuel Regions (DFRs).
- oo Designate a TQM Focal Point.
- oo Periodically review DFSC's progress in meeting its TQM objectives.
- oo Establish the TQM Executive Steering Committee.
 - ooo The TQM Executive Steering Committee will consist of the Deputy Commander/Deputies of each Directorate, Chief of Internal Review Office, and DFSC-L Focal Point who will be responsible for:
 - oooo Reviewing progress of TQM approach.
 - oooo Supporting all efforts.
 - oooo Making recommendations to Commander, DFSC, on TQM matters.
 - oooo Recommending new processes for TQM approach.

The DFSC Office of Policy and Plans will:

- oo Provide the overall direction and management of the TQM Plan.
- oo Oversee implementation of TQM with DFSC and DFRs in accordance with policies of the Commander, DFSC.
- oo Lead the DFSC TQM Executive Steering Committee.
- oo Provide staff assistance to DFSC organizations to identify possible factors affecting quality.
- oo Provide progress reports, articles, success stories about TQM.
- oo Establish and train Directorate Facilitator(s).
- oo Act as TQM Focal Point.
- oo Act as internal TQM resource expert.
- oo Provide TQM guidance to DFSC offices and work to identify TQM opportunities.
- oo Investigate training resources available.
- oo Coordinate selection of appropriate training modes for managers and employees.
- oo Arrange for training courses.
- oo Monitor training to ensure that all DFSC employees receive training.
- oo Develop local courses, as required.

The Heads of DFSC Directorates/Offices and Commanders, DFRs will:

- oo Implement the DFSC TQM plan.
- oo Provide representation for TQM matters.
- oo Manage resources under their control to maintain a high level of quality support in accordance with established TQM principles.
- oo Continuously examine processes performed within their organizations to solve problems and develop improvements.
- oo Encourage employee innovation and involvement by recognizing their contributions toward improved quality.
- oo Ensure that each employee in their organization receives the TQM training appropriate to his/her position.
- oo Actively work with the TQM Focal Point and Facilitator(s) to ensure that TQM objectives are being met.
- oo Provide status on TQM initiatives.
- oo Appoint Facilitator(s).

Facilitator(s) will:

- oo Train Directorate staff.
- oo Work with DFSC-L Focal Point.
- oo Work with other Facilitators in the TQM process.

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o SPECIFIC ACTIONS

The following approaches are being initiated to achieve the core goals identified in the DFSC TQM Master Plan.

oo CORE GOAL: DEVELOP A TRAINED WORKFORCE

All personnel at DFSC will receive formal training in the principles of TQM. Training will begin with senior management and continue until each employee has received orientation TQM training appropriate to his/her position. Additionally, employees new to DFSC will be briefed in TQM as part of their new employee orientation. The schedule is as follows:

	Month
Train senior levels	July 1989
Train Focal Point	July 1989
Train Facilitator(s)	August 1989
Train managers	September 1989
Train employees	September 1989
Begin Procurement Process	September 1989
Review	
Determine other Processes	February/March 1990
for Review (i.e., Administrative, Information Systems, etc.)	
(All steps are continuing)	

When management has received the necessary training, classes will be set up to train employees. Initial training will be an orientation to TQM. Additional training in job specific applications of TQM will be conducted by Directorate Facilitator(s).